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19 February 1951

MEMORANDUM FOR: Col. Matt Baird
Director of Training

SUBJECT: Comments on Orientation and Indoctrination Course

1. Introduction

These comments are submitted at the request of Col. Matt Baird, Director of Training. They are based on personal observation and on opinion sampling from persons who attended the entire course. The views, divided into two categories, General and Specific, are arranged to express the criticism first and then offer a pertinent positive recommendation in each instance. Basic to this presentation is the observation that no one, to my knowledge, questions the need for such a course. In fact many in the Agency who did not attend were sufficiently impressed by the undertaking to express a keen interest in "taking the next course."

2. General Comments

a. Though the words "orientation and indoctrination" are sufficiently expressive to convey general notions on the objectives of the course, they are not clear enough to give each person in attendance the specific aims that are to be accomplished.

Suggestion: Both in the notes to all employees regarding the course and in the opening remarks by the first speaker a crystal clear statement of aims should be expressed which will drive home the two-fold conclusion that this course is necessary and that the information developed throughout the course will enable each one to accomplish his and her task in a more efficient manner. Accordingly, it should be stated that the purpose of the course is not to give a recital on what each person or section within the Agency performs but rather to convey information to new employees which they will need and find beneficial in understanding how the Central Intelligence Agency fits into the Government structure; why its contribution is important; how CIA works, what it does, and the limitations upon the Agency; how the offices within CIA are related

and what are the lines between them; how each segment of the organization will be of use to the new employee directly or indirectly; in a word, each new employee should get out of the course something which he and she did not have before taking it which will make them better members of the CIA team.

b. The speakers approached their subjects with such diversity that the members of the audience were prone to question what each one was specifically trying to accomplish.

Suggestion: To overcome this difficulty the thoughts expressed in the last paragraph (2a.) should be impressed upon all speakers at the course, so that they as well as the members of the audience know clearly the purposes to be achieved. In this manner the speakers should be admonished to be more selective in their material instead of attempting to "cover the waterfront" when too many nonessential details will cloud the main points which should be made. Instead of a tiresome recitation of sections and duties expressed in technical language usually found in regulations and legal documents, the speakers will find more sympathetic reaction from the audience if they present functional explanations covering the main aspects of their jobs.

c. Many members of the audience found the visual aids a distraction and a hindrance rather than a help in concentrating upon the presentation of the speakers.

Suggestion: This problem might be overcome by preparing an informal mimeographed brochure containing the items on which the speakers are going to make their presentation. These could be issued to each person attending the course and taken up at the end of the day. By having such a document available each new employee is able to familiarize himself sufficiently with the contents of what is going to be covered from the platform and can then give all his attention to the explanations which the speaker will make. Such an informal brochure would have two main advantages; first, all of the play of lights on and off, unreadable sentences in parts of the charts as presented on the screen, and other such distractions would be eliminated, and secondly, the possession of the brochure should put the employee in a better position to ask concrete questions regarding the subject matter.

d. Many persons in attendance during the last course were disappointed that they did not have the opportunity to ask questions

Suggestion: I believe that the subjects in the next course can be so rearranged in order to have sufficient time for a Question and Answer period when each speaker finishes. I am convinced that a brochure of information made available to each person attending the course will be of considerable assistance in getting the members of the audience to ask questions. A trick of the trade to stimulate questioning is to "plant" a few questions in the audience which will develop the courage and interest so necessary to get others to participate in this very important aspect of the course.

e. Many in attendance at the last course were disappointed with the regulation which prohibited them from taking notes.

Suggestion: I feel that great benefits can be achieved by allowing the members of the audience to make such notations as they desire. Notes written during the presentations are frequently the basis for questions when the speakers finish. Since all the employees were allowed to take the agenda which was classified "Secret" there should be no prohibition against their protecting their own notes in like manner as long as they are also classified "Secret."

3. Specific Comments

a. Eliminate the time which was allotted for registration. A half hour of extra sitting before the course begins tends merely to tire the audience and to make them less responsive to the points which the speakers are trying to make. The registration slips can be turned in at the end of the first period, or other simple methods can be devised to give what is required in the way of attendance checks.

b. Eliminate the duplication which existed in many of the presentations.

c. Have a more compact and faster schedule with fewer "breaks" and much shorter ones. Have a meeting chairman on the stage who introduces each speaker, controls the time of the speaker, and monitors the questions from the audience.

d. Package all of the administrative housekeeping functions into one presentation aimed to give sufficient highlights which people in

the substantive field should know, bringing out clearly unique features of these activities in an intelligence agency and keeping away from the technical and nonessential descriptions about these functions which most of us don't need to know about except to realize that they are in existence.

e. Shorten the 00 presentation and have it done by George Carey himself.

f. Rearrange the subject presentations of the offices so that the audience will get a clearer picture of the relative position of each office in leading up to the most important function of CIA, that of production of national estimates.

g. The concluding speaker of the course should attempt to underscore all that has been said in a manner which will impress each new employee with the vital importance of his and her job in one of the most vital agencies of our national Government. The persons should leave the course devoid of any feeling that they are mere workers in just another Government agency. They should leave with zest and enthusiasm to perform their tasks as members of the CIA team.

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